

# Leadership Link

March 2004

Website: [www.ci.lincoln.ne.us/city/person/NMA\\_L/index.htm](http://www.ci.lincoln.ne.us/city/person/NMA_L/index.htm)

## Leadership Link Revises Bylaws, Needs Membership Vote

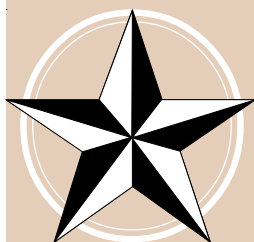
By E.J. Schumaker, President

### Quote:

*"The function of leadership is to produce more leaders, not more followers."*  
- Ralph Nader

### NEBRASKA LAND COUNCIL NEWS

*If you are interested in taking Certified Management training classes in the fall, please contact Colleen Floth with your reservation or for more information call 441-8036.*



Leadership Link  
Chapter #517  
P.O. Box 85224  
Lincoln NE  
68501-5224  
[www.nma1.org](http://www.nma1.org)

Hello Leadership Link members! The Officers have been working on updating our bylaws since August of 2003. The board has studied, researched, reviewed and made additional changes to the existing bylaws in an effort to make our organization operate more efficiently. We are all in a consensus and now we need your review.

### What's next?

Enclosed you will find the legislative format bylaw changes for your membership review. The bylaws have not been reviewed since 1999 and some changes have been made. As a board, we felt the bylaws should reflect what the officers and committee chairs were actually doing in the way of fulfilling their committee work. These bylaw changes should reflect current duties and make future expectations clear for new board members.

In collaboration with the National Management Association, the Board of Directors have recommended some major changes.

First, we recommend changing the eligibility requirements for members to hold the office of President Elect. In the past, only those individuals currently serving on the board of directors were allowed to run for this office. Under the newly revised bylaw changes, this position is open to the general membership.

We feel this would broaden the pool of talented candidates to be considered for the office of President Elect. In the past, officers could only be voted to the board if they served one year as a committee member. We feel it is necessary to get "new blood" onto the board by offering the general membership a chance to run for office.

Secondly, the National Management Association has recommended a section be added to our bylaws that address the need to remove an officer from the board of directors should the need occur. We have not previously had a section of this type to address this issue.

**Where do we go from here?** Please

review the bylaws and let me know in writing if you have any changes. You have 30 days to respond. Please e-mail me at ([eschumaker@ci.lincoln.ne.us](mailto:eschumaker@ci.lincoln.ne.us)).

If there are no changes, simply submit your ballot (located on the last page of the newsletter) to me. If changes are suggested, I will post those changes in the next newsletter and we will have a membership vote the following month.

**What about**

**Policies and Standing Rules?** Serving as Leadership Link's president in 2004 and 2005, I plan to address our policy issues and Standing Rules. As a member you will be asked to review and offer input to this process - look for this in the coming year.

**In conclusion,** I have an open door policy, please feel free to contact me with any questions or concerns at 441-8036. I hope to see you at our meetings.

### Announcements

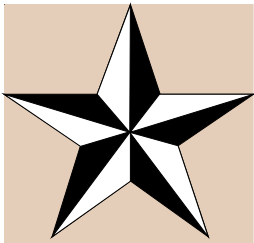
#### April Luncheon Cecelia Creighton

Executive Director,  
Peoples Health Center  
Tuesday, April 6, 2004  
11:30 AM to 1:00 PM  
Bob's Gridiron Grille  
4200 South 27th Street.  
(Formerly Jax Shack behind Shopko)  
**RSVP NOON DEADLINE:**

**Monday, April 5**

**NO SHOW POLICY:** Any guest who reserves a ticket/seat to attend a Leadership Link luncheon/breakfast meeting, and fails to cancel the reservation by the RSVP deadline and/or fails to attend, will be considered a "No Show." An invoice will be issued for the price of the missed meal. Any member who attends, but failed to reserve a seat may be subject to purchasing their own meal independently, thus no price is guaranteed. This No Show Policy will ensure that Leadership Link isn't overcharged for the number of meals served and consumed by its members.

**Volume 8, Issue 8**



## Officer Spotlight

By Pat Kant, Awards Chair

**If you could take a famous person to dinner, who would it be and why?** I couldn't decide on just one, so I'll mention a few in no particular order: Lucille Ball for her ability to make me laugh, what a talent. Eleanor Roosevelt, because she was a strong role model who believed in learning, being a mentor for others and she demonstrated great leadership in very difficult times. Oprah Winfrey, a woman who has enormous talent and insight with people. Susan B Anthony, for her efforts with woman's suffrage. Whitney Houston, because I'd love to have her singing talent. President Abraham Lincoln, because he made difficult decisions which affect us today. Wouldn't it be interesting for him to see how we have evolved? Finally, and this person should be first, Christ.

**In your free time, what hobbies, interests or passions do you pursue?** Our family and five grandchildren (four are a plane ride away) and keeping in touch with them. For 20+ years, I have created porcelain and ceramic Christmas ornaments. It started as a family holiday tradition. Each year, I make 40 or so and give them to friends and family. I love giving them personality. Some sewing, mostly for decorating and baby quilts, and I've served on the Worknet Board of Directors for 10+ years. This organization works with people who have disabilities find employment. Over the years, I've worked with many organizations, but this one has been especially important to me.

**Your favorite restaurant(s)?** Lazlo's, Misty's and the Outback

**Why did you join Leadership Link and become an officer?** When the City and County were approached by the State Government Chapter, I enthusiastically worked with the steering process to make Leadership Link work for us. Training and development is important as we strive to the next level, what ever that is, and to be all we can be at what we are today. I felt NMA offered an opportunity to partner with City and County Government to create meaningful experiences for employees to grow. I have participated in a human resources management organization for over 25 years, and found that the networking alone made it worthwhile. I wanted to be a part of making that happen here.

**If you could build your dream house anywhere in the world, where would it be and why?** On a lake, surrounded by trees, with a screened in porch, first floor laundry, a walk in closet, a hobby room with a window, and a dock, where the weather was generally pleasant year around, where our grandkids could visit and learn to fish and swim. My husband could fish without going somewhere else to do it and I could pursue my hobbies at the same time. There are a few other hobbies I'd like to learn, but I'm waiting for retirement. I would like to be near a small city like the Lake of the Ozarks comes to mind, who knows.

**What is your horoscope sign and does it fit you?** I'm Leo, but honestly, I don't know much more about it than that.

## Community Service

By Donna Barrett, Chair

**Leadership - what is it?** Each one of us must do our part to help make the community better. By actively engaging and participating we can help meet community needs.

**Leadership - a civic responsibility.** Our country was founded on an ethic of service. The health of our democracy depends on service and community involvement. Working toward the common good is something we must all commit ourselves to achieve. Leaders assume the responsibility of keeping teams together. They have the obligation to take command, establish rules, determine values and principals that will lead to success.

The leader must look at leadership as a responsibility and not as a position of privileges. The effective leader is responsible for all final decisions, and he must not fear the force of his associates or subordinates. He must encourage, instigate and be proud of all those that collaborate with him. The leader must look at others success as being his as well.

**Leadership requirements.** A necessary requirement for a leader is to gain confidence from the people he works with, otherwise there will be no followers, and to gain confidence in a leader, the followers must be convinced that he has integrity, speaks the truth and has authority. Be it absolute or delegated.

**There are three types of authority.** Authority granted by position: here we include the title, the position occupied in the company, and the power bestowed on a person.

**Authority of personality:** These are natural influential qualities, where the leader is recognized by others because of his behavior and mode of action.

**Authority of knowledge.** In this type of authority, we count on technical and professional know-how, apart from other types of knowledge that are essential in certain areas.

**Next is the exploration of leadership characteristics.** Leaders must have some qualities required by his teams, although this may not be true in large organizations, where leaders have many people to get their knowledge from. But in many cases this is not possible. We must not forget that although technical and professional skills are important in authority, it is not everything.

To become a leader you need to have leadership abilities, the power of decision and the facility to communicate with people. A person must be flexible and have the good sense to transfer certain decisions, when the matter gets out of your own knowledge sphere.

The true leader is a person that can adapt himself to many different situations, and never stops learning. He is always interacting with people, and getting everyone to work together with a common vision, so as to produce fantastic results. People will follow him without even recognizing they have taken on the role of follower - this is what makes the leader different from the others.

### LEADERSHIP LINK EXECUTIVE BOARD

Meetings held the third  
Thursday of the month

#### **President**

E.J. Schumaker, 441-8036

#### **Past President**

Colleen Floth, 441-8690

#### **Secretary**

Mary Lowe, 441-7540

#### **Treasurer**

Karen Eurich, 441-7886

#### **Awards Committee**

Pat Kant, 441-7880

#### **Community Services**

Donna Barrett, 441-6157

#### **Member Relations**

Lori Cook, 441-8040

#### **Program Committee**

Colleen Andrews, 441- 3846

#### **Professional Development**

Terri Storer, 441-7269

#### **Public Relations**

Diane Mullins, 441-7717

#### **Web Site Committee**

Doug Thorpe, 441-7531

#### **Nebraskaland Council**

Terri Storer, 441-7269

#### **National Director**

Jan Lehmkuhl, 479-5714

#### **Associate Director**

Bob Lundberg, 471-5027

## N. M. A. CODE OF ETHICS

- *I will recognize that all individuals inherently desire to practice their occupations to the best of their ability*
- *I will assume that all individuals want to do their best.*
- *I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.*
- *I will be guided in all my activities by truth, accuracy, fair dealing and good taste.*
- *I will keep informed on the latest developments in techniques, equipment, and processes.*
- *I will recommend or initiate methods to increase productivity and efficiency.*
- *I will support efforts to strengthen the management professional through training and education.*
- *I will help my associates reach personal and professional fulfillment.*
- *I will earn and carefully guard my reputation for good moral character and good citizenship.*
- *I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.*

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Leadership Link News

## 10 Sure-Fire Ways to Get Fired

Finding a career that is right for you can be a long and time-consuming task. Once you've found a good career fit, you certainly want to make sure your time at the company is long and successful. Experience is the best teacher, and you can learn from the mistakes of others. In this list of 10 Sure-fire Ways to Get Fired, you will find what NOT to do if you want to keep your new job.

1. Use email excessively for personal reasons. Most people have access to email through their company's systems. This is a luxury for some, particularly for those who do not have email at home. However, there's a good chance your company is not providing the email so you can keep in touch with your college friends. Email at work should be used just for that – work.

2. Commit other fatal email errors. Remember that email is completely trackable. Businesses can monitor employee use, retrieve old messages, and figure out just what you have been sending, and to whom. Sending or receiving inappropriate materials, putting sensitive company information in email messages, gossiping about co-workers or company personnel electronically – these are errors that will get you a personal escort out the door. If you don't want your manager or others to see it, don't put it in an email.

3. Consistently show up late for work, and then make sure you leave early. Looking to send a message that you don't care about your position or your personal success? Arriving late and leaving early are two great ways to accomplish this. They tell your manager your dedication is lacking and are two things that will get you noticed, but not in a positive way.

4. Be disrespectful or politically incorrect in the workplace. Political correctness is a hot topic in today's modern workplace, and most companies have zero tolerance for offensive remarks and actions. If you've got a humdinger of a joke but it's just a bit offensive, it's best to leave it home and opt for a simple knock-knock.

5. Do the bare minimum – nothing more. So you complete your "to do" list every day, but do nothing more? Employees like this get passed over for promotions and place themselves on the top of the "dispensable" list. There will come a day when a new, enthusiastic over-achiever will come looking for your position. If you've done the bare minimum, chances are he or she will get it.

6. Consistently handle personal business at work. While most managers understand that personal business comes up from time to time during work hours, this business should be kept to a minimum. Acceptable personal business at work does not mean using company phones to call mom, dad, your friends, your softball team, or your stylist. Limit the amount of personal business you take care of from work, or you might have plenty of time on your hands to take care of it from home.

7. Use illegal substances or drink alcohol during the workday. This one sounds too obvious to mention, but drinking during the day or using illegal substances are two ways that will send you back to the job search market. There's no such thing as a "two martini lunch." Stick to nonalcoholic drinks during the workday, and save the rest for happy hour.

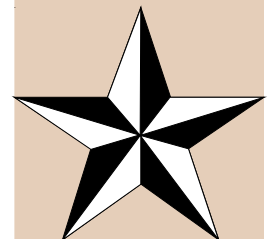
8. Treat the workplace like it's your own personal social club. It's great to make new friends at work and be involved in the company's social scene. However, making friends becomes a problem once you spend more time at other people's desks than you do at your own. If you'd like to continue to get to know your co-workers, keep a healthy balance in the workplace.

9. Blatantly look for other jobs. Think it's a good idea to fax your resume out from work and do phone interviews for other positions from your desk? Your manager will beg to differ. If the job you have taken is not right for you, look around discreetly and respectfully.

## N. M. A. STATEMENT OF PRINCIPLES

*NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.*

- *We believe in the highest standards of personal and organizational integrity and respect for the individual.*
- *We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.*
- *We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.*
- *We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.*
- *We believe that individuals and organizations have a community and civic responsibility.*





# Take Charge of Your Leadership Skills and Excel

1. Begin your transition before you start the job. Use the interview process to get an early jump on learning about the organization. Ask critical questions: How are decisions made? What are the key challenges? Which functions are strong, and which ones need to be overhauled? Use that information to build some initial hypotheses about how you would change things for the better.

2. Travel widely within your organization, listen carefully, and look for patterns in everything you see and hear. Talk to employees up and down the hierarchy.

3. As you ask questions, look for the rising stars whom you want as part of your team. Your listening tour may help you identify the key players whose skills you need as part of your management team.

4. Find people who will flourish in the environment you want to establish. Even before interviewing people to assemble your team, take the time to identify the challenges ahead -- and the kind of people who are motivated by those situations.

5. After you've identified the ideal individual, identify the ideal group. Don't stop at finding the type of person you need. Envision how this person will interact with others to get the goals accomplished. Assemble the ideal team. Acknowledge what you don't know. Identify those around you are the experts and don't be afraid to lean on them. No one expects an incoming leader to know everything. And perhaps there is nothing more off-putting to a future team than someone who mistakenly thinks he or she does.

6. Don't be afraid to listen to people who disagree. Listen, actively, to the people around you, especially those who challenge your assumptions.

7. But clean house if you have to. Depending on the situation you step into, no matter how clear your vision is, and how evangelical you are, acknowledge that there may be people - some of whom may have already seen your predecessors come and go -- who are too jaded to follow.

8. Establish a way to communicate with -- and listen to -- your entire team. Your strategic course of action is only as effective as your ability to communicate it. Have the pipeline and protocol set up to get your message out there, and don't forget that communication goes both ways.

9. Don't trash your predecessor, but don't be shy about promoting your own agenda. Do not assume that the prior administration screwed up or lost sight of the big picture. There's probably an element of truth in that. But it's almost certainly true that they had a different disaster that they were working to avoid. If you've got a clear vision of what needs to be fixed, by all means, implement it. Then ask yourself what led those really smart people to do what they did in such a way that it made sense to them?

10. Settle on a few major priorities. You can't fix everything at once.

11. Meet the customers. Balance the big picture vision with-front line views. There is no reconnaissance more important than scouting out the territory where your products and services meet their customers. Seeing the customers actually interact provides some invaluable information.

12. Target a few early wins. Momentum counts, and nothing succeeds like success. It's critical for a new leader to create momentum during the transition. Pick some problems the organization has not been able to address and figure out a way to fix them quickly to establish a new direction.

14. Keep an eye on the clock. Faster is almost always better. Make sure your time is used to its best advantage. When you're new to an organization, many people will want your attention. While it's pleasant to swap stories about each other's golf game, you're better off saving them for the fairway, and using the time in the office to engage in a learning-oriented conversation.

15. Don't be afraid to make mistakes but be sure to fix them faster than you make them. Any new situation is fraught with hazards, but taking over a top job exposes a new leader to pitfalls ranging from the personal to the organizational. Accept that you can't know everything in your first six months, and even an extensive professional background can't insulate you from making mistakes in an unfamiliar company and culture. The key is to assess yourself and your progress as rigorously as you do your new colleagues and workplace, and to be prepared to make your own course corrections as you go along.

16. Be wary of reckless re-engineering. If you're assuming leadership of a large organization or department, take the time to understand its current trajectory. Making too drastic and immediate a change can derail both confidence and long-term strategy. Stanford Business School Professor, Jim Collins, warns leaders to be cautious. "Why do over-hyped change programs ultimately fail? Because they lack accountability, they fail to achieve credibility, and they have no authenticity."

17. Don't be afraid to look for ideas in unusual places. Don't just read your own industry's trade journals. Cast a wide net for insights - sometimes the breakthrough idea lies in the triumphs of a completely different industry.

18. Finally, ask yourself who do you really want to prevail, you or your organization? You'd be surprised by the difference.

Here's one thing they found: The CEOs who took their companies from good to great were largely anonymous - a far cry from the celebrity CEOs we read about. This is more a matter of cause and effect than an accident. There is something directly related between the absence of celebrity and the presence of good-to-great results.

***Being a good leader means knowing how to direct the strengths of your teammates to take home the gold.***



**BYLAWS - LEADERSHIP LINK  
CHAPTER OF NATIONAL MANAGEMENT ASSOCIATION,  
LINCOLN, NEBRASKA  
ARTICLE I - NAME**

The name of this organization shall will be Leadership Link - Chapter of the National Management Association, hereinafter referred to as the "Chapter." The Chapter has been designated Chapter Number 517 by the National Management Association.

**ARTICLE II - GENERAL**

**Section 1 - Purpose**

The purpose of the Chapter includes but is not limited to:

1. Providing opportunities for the personal and professional development of all local government employees.
2. Developing a professional spirit and understanding of management as a profession within a local government setting.
3. Providing management training and education for local government personnel.
4. Providing opportunity for exchange of ideas of local government.
5. Encouraging the spirit of cooperation and interaction among members at all levels of local government.
6. Making local government more efficient and effective.

**Section 2 - Restrictions**

The Chapter ~~shall~~ will be incorporated as a nonprofit organization under the laws of the State of Nebraska. This chapter will be a 501c(6).

The Chapter ~~shall~~ will be nonpolitical, nonpartisan, and ~~shall~~ will not engage in collective bargaining on behalf of its members or others. No substantial part of the activities of the Chapter ~~shall~~ will be directed toward influencing legislation.

**Section 3 - Affiliation**

All members of the Chapter ~~shall~~ will be members of the National Management Association with which the Chapter is affiliated and to whose Objectives, ~~and~~ Code of Ethics and Statement of Principles the Chapter subscribes.

**Section 4 - Fiscal Year**

The fiscal year of the Chapter ~~shall~~ will commence on July 1st and end on June 30th of each year.

**ARTICLE III - MEMBERSHIP**

**Section 1 - Eligibility**

Any regular employee of the City of Lincoln or Lancaster County ~~shall~~ will be eligible for full membership. Any employees of the First Choice Credit Union, Lincoln Electric System, Lincoln Housing Authority, ~~or Lincoln Airport Authority,~~ shall will also be eligible. Any such employee seeking membership must submit a completed application and initiation fee for membership to the Member Relations Committee.

**Section 2 - Acknowledgment**

After committee review and recommendation, the membership application and initiation fee ~~shall~~ will be submitted to the Executive Board of Directors for approval. The Member Relations Chairperson ~~shall~~ will notify the applicant of acceptance or ineligibility.

**Section 3 - Terminations**

Any member who voluntarily resigns or is terminated from membership for delinquency must reapply for admission as a new member. Any former member returning to local government ~~shall~~ will be reinstated as a member upon successful completion of the application process and payment of a reinstatement fee.

**Section 4 - Transfers**

Transfer members from another chapter whom are still registered as a National Member will not be required to pay a reinstatement or initiation fee.

**ARTICLE IV - DUES**

**Section 1 - Annual Dues**

The Executive Board of Directors ~~shall~~ will recommend any changes in full member annual dues. The recommended dues ~~shall~~ will become effective upon approval by a simple majority vote of members casting ballots. Members must be notified of proposed changes in dues at least ~~90~~ 30 calendar days in advance of said vote. Initiation and reinstatement fees ~~shall~~ will be set by the Executive Board of Directors.

**Section 2 - Schedule of Dues**

Members admitted during the fiscal year ~~shall~~ will pay the full amount of dues for the month admitted and monthly thereafter, if paying by payroll deduction. Members ~~shall~~ will have the option of paying dues in a single annual payment. This single payment will be prorated to include the month admitted and each month thereafter to the end of the Chapter's fiscal year. Thereafter, dues ~~shall~~ will be payable as a single payment at the beginning of each fiscal year, due within 30 days of the new fiscal year. Monthly dues will be absorbed and paid to National on behalf of an NMA member who is serving in the military for an extended period of time. Upon return of their employment, the military employee will resubmit their intent as a dues paying member within 30 days to the Member Relations Chair or Co-Chair(s).

**Section 3 - Delinquency**

Members delinquent in paying dues ~~shall~~ will be contacted at the end of the month for which dues are not paid and advised, in writing, that failure to pay dues within ~~90~~ 30 days of the due date will result in termination by written notice.

**Section 4 - Reinstatement**

A member terminated as per Article IV, Section 3, may be readmitted as a member upon successful completion of the application process and payment of a reinstatement fee.

**ARTICLE V - MEETINGS**

**Section 1 - Chapter meetings**

The Chapter ~~shall~~ will meet on a monthly basis to provide management training, education, and personal interaction for employees who meet membership eligibility requirements as state in Article III, Section 1 and guests.

**Section 2 - Board Meetings**

To the extent possible, the Executive Board of Directors ~~shall~~ will meet prior to each Chapter meeting and as otherwise required. Notification of board meetings ~~shall~~ will be given to members of the Executive Board of Directors. Special meetings and/or executive sessions of the Board may be called by the president or upon request of the majority of the board. All meetings ~~shall~~ will be open to the general membership; with the exception of executive sessions.

**Section 3 - Special Meetings**

Special meetings of the general membership may be called in an emergency. An emergency is defined as an event requiring a vote of the general membership before the next scheduled Chapter meeting. If possible, special meetings will be held in conjunction with monthly Chapter meetings.

## Section 4 - Installation of Officers

Newly elected Officers will be installed at the June meeting and take office at the beginning of the Chapter's fiscal year.

## Section 5 - Quorum

A quorum at all Chapter meetings for the transaction of business, shall will be 10% of the membership of the Chapter. A quorum of the Executive Board of Directors, for the transaction of business, shall will be a simple majority of the board members.

## Section 6 - Procedure

The rules of procedure contained in the most recent *ROBERT'S RULES OF ORDER, NEWLY REVISED* shall will be used to conduct the business of the Chapter in all cases not covered by the bylaws or other special rules of the Chapter.

## ARTICLE VI - OFFICERS AND BOARD MEMBERS

### Section 1 - Executive Board of Directors

The policy making body of the Chapter shall will be a Executive Board of Directors, consisting of the Officers; the immediate Past President; and Chairpersons/Co-Chairpersons or proxy of the standing committees. For purposes of voting, each board member shall will have one (1) vote, except in the event that a committee has co-chairpersons shall they will have one vote between them or a Vice Chairperson may vote in the absence of a chair. The Executive Board of Directors shall will constitute the Board of Directors for purposes of Neb. Rev. Stat. Section 21-1901, et seq.

### Section 2 - Officers

The officers of the Chapter shall will be a President, President-Elect, Secretary, and Treasurer. The President-Elect will assume the President position following his/her term as President-Elect. Membership shall will elect the offices of President-Elect, Secretary, and Treasurer.

### Section 3 - Eligibility

The candidate for the position of President or President-Elect shall be a Chapter member and shall have been a member of the Executive Board for one year before taking office. Candidates for President Elect, Secretary and Treasurer shall will have been a Chapter member for one year before taking office. All members of the Executive Board of Directors shall will be full members of the Chapter.

### Section 4 - The Nominating Committee

The Executive Board President shall will appoint a Nominating Committee composed of three members, none of whom shall will be an officer of the Chapter. The names of those serving on the committee shall will be announced at the March meeting. The Nominating Committee shall will nominate candidates for all offices, except for the office of President. The list of candidates selected by the nominating committee shall will be submitted to the membership at the April meeting. Additional nominations may be made from the floor, upon recognition from the Nominating Committee Chair or Chapter President. Such nominees must meet eligibility requirements stated in Section 3 of this article.

### Section 5 - Election, Term, and Vacancies

Officers, all except President, shall will be elected by the membership using an official a mail-in ballot prior to the May meeting. Ballots shall will be counted by all members of the Nominating Committee, who shall will report the results to the membership at the May meeting. Officers shall will serve for one year from July 1 - June 30. Election shall will be on the basis of a plurality of the votes cast, provided that at least 10% of the eligible voters cast ballots. No officer shall will serve more than two consecutive terms in the same office. A vacancy of the president shall will be assumed by

the president-elect. A vacancy in the office of president-elect shall will be appointed by the Executive Board of Directors, until such time as a special election can be held. In the event that neither the President nor the President-Elect shall have been elected by the Chapter membership, a special election for the purpose of electing both the President and the President-Elect shall will be held. Any special election shall will follow the criteria for other Chapter elections. Vacancies in other offices shall will be appointed by the Executive Board of Directors. A vacancy of the President will be assumed by the President-Elect for the unexpired term of his or her predecessor in office. The President-elect will remain president at the start of the next fiscal year and serve that term in full, not to exceed a two (2) year term.

### Section 6 - Resignation and Removal

An Officer or Chairperson may resign at any time by serving written notice to the President within a 30 day period. Failure to fulfill responsibilities as assigned, or denoted in the bylaws may be cause for dismissal of an Officer or Chairperson by a quorum vote of the Board of Directors. The President will receive written notice regarding the vote from the officers where he or she will execute the removal. In the event the President is to be removed the Past President will execute the removal. The Past President will also break a tie vote.

## ARTICLE VII - RESPONSIBILITIES OF EXECUTIVE BOARD OF DIRECTORS AND OFFICERS

### Section 1 - Executive Board of Directors

The Executive Board of Directors will shall:

1. Establish policy for the organization.
2. Set goals for the current administrative year, and long-range plans and goals for future development, consistent with the Objectives, and Code of Ethics and Statement of Principles of the National office of NMA.
3. Monitor and evaluate membership meetings, programs, and other Chapter activities to assure that policies are being followed.
4. Approve total budget for the year and establish expenditure authorization procedures.
5. Appoint a committee for the annual audit of books.
6. Submit all major policy changes and proposed amendments to the bylaws to the vote of the membership.
7. Establish criteria for Executive Board of Directors attendance and participation. The criteria for Officers; they must attend six (6) board meetings in the fiscal year. When three (3) consecutive or occasional board meetings are not attended without just cause or notification see Article VI - Section 6. (Keep or take out?)
8. Approve membership applications.

### Section 2 - President

The President shall will

1. Establish and staff the organizational structure of the Chapter.
2. Be responsible to the Executive Board and Board of Directors for the satisfactory operation of the Chapter, in accordance with the bylaws.
3. Preside over the Executive Board of Directors and membership meetings.
4. Call special meetings as deemed necessary.
5. Coordinate plans and operations to achieve the assigned goals and objectives of the Chapter.
6. Sign all written contracts for the Chapter, as authorized by the Executive Board of Directors.
7. Authorized to sign checks for properly approved bills. The president shall will be bonded for an amount determined by the Executive Board of Directors, which bond shall will be properly posted and filed with the Secretary prior to the president taking office.
8. Prepare an annual report of the Chapter's activities for presentation to the membership.
9. Meet annually with the Executive Advisory Committee which is comprised



of City and County Department Directors.

10. Appoint the nominating committee (see Article VI, Section 4) by the end of February of each year.

## **Section 3 - Past President**

1. The Past President will act in an advisory capacity to the President and the Board of Directors.

2. The Past President will break any tie vote.

## **Section 4 - President-Elect**

The President-Elect shall will:

1. Assume the responsibilities of the President in his/her absence.
2. Coordinate the functions of the various committees assigned by the President for his/her supervision.
3. Authorized to sign, in the absence of the President or Treasurer, checks for properly approved bills or written contracts. The President-Elect shall will be bonded for an amount determined by the Executive Board of Directors. Bonding shall will be effective upon taking office.
4. Review and or revise bylaws and standing rules each term or as needed.
5. Perform other duties assigned by the President.

## **Section 5 - Secretary**

The Secretary shall will

1. Sign, in the absence of the President, all written contracts for the Chapter, as authorized by the Executive Board of Directors.
2. Ensure that all reports are transmitted to the appropriate NMA (national) offices on a timely basis.
3. Coordinate the various committee functions assigned by the President for his/her supervision.
4. Record and distribute minutes of all Executive Board of Director meetings, Chapter meetings, and special meetings.
5. Perform other duties assigned by the President.
6. Maintain official membership roster. (See Section VIII - Member Relations Committee #10) Maintain attendance records of the Board of Director meetings.
7. Maintain attendance records and other data on all members. (See Section VIII - Member Relations Committee #11)
7. Maintain Chapter's archival records.
9. Monitor post office box, open and distribute all incoming mail. (See Section 5 - Treasurer #10)

## **Section 6 - Treasurer**

The Treasurer shall will -

1. Maintain records of receipts and expenditures and place funds in a depository approved by the Executive Board of Directors. All such records shall will be open for inspection by the Executive Board of Directors.
2. Prepare and submit a proposed budget to the Executive Board of Directors based on committee requests.
3. Sign checks for properly approved bills. The Treasurer shall will be bonded for an amount determined by the Executive Board of Directors, which bonding shall will be properly posted and filed with the Secretary prior to the President taking office.
4. Prepare monthly and annual financial statements.
5. Coordinate the functions of the various committees assigned by the President for his/her supervision.
6. File all necessary state and federal tax forms and other reports required by law.
7. Maintain documentation on financial records and the types of reports required to be retained by the organization.
8. Maintain documentation detailing authorization for incurred expenditures.
9. Monitor post office box, open and distribute all incoming mail.

10. Perform other duties assigned by the President.

## **ARTICLE VIII - COMMITTEES**

### **Section 1 - Appointments**

The Chairperson of each standing committee shall will be appointed by the President. and approved by the officers except when the vice-chairperson succeeds a standing committee chairperson as described in this article: The vice-chairperson of each standing committee shall be appointed by the chairman and approved by the Executive Board. All other committee appointments Co-Chairs shall will be made appointed by the Chairperson of the respective committee. Upon the resignation of the committee Chairperson, or at the termination of the committee Chairperson's term of office, the respective Vice-Chairperson may succeed to the office of committee Chairperson with the approval of the Executive Board of Directors.

### **Section 2 - Program Committee**

The Program Committee plans and conducts the monthly programs. Specific duties include:

1. Developing and submitting a one-year plan to the Executive Board of Directors 90 (60) days after the beginning of each administrative year. Meetings will be set for September through August by the current committee in order to have meetings set up during the transition period.
2. Making arrangements for speakers and programs at the monthly Chapter meetings including selection of facilities and instructors and meals.
3. Maintain contact with The Employee Linc Newsletter on a monthly basis for meeting information publication articles.
4. Coordinate proclamations for Management Week activities including which may include making arrangements for speakers and programs, including selection of facilities.
5. Inform the Public Relations Committee for publication in the Chapter Newsletter.

### **Section 3 - Professional Development Committee**

The Professional Development Committee determines the professional development needs of the membership and develops educational programs and activities to meet these needs. Specific duties include:

1. Assessing the needs of the membership and developing a one-year plan to meet these needs. This plan shall will be submitted to and approved by the Executive Board of Directors.
2. Making arrangements for educational programs /workshops, including selection of facilities and instructors from another NMA Chapter and/or NMA Council. (as per the R-1 report)
3. Work with the appropriate person from other departments with regular training schedules in order to submit these courses for CEU approval and processing.
4. Provide and promote the Certified Manager Program, in accordance with guidelines of the Institute of Certified Professional Managers.
5. Provide articles and notices to the Public Relations Committee for publication in the Chapter Newsletter.
6. Coordinate reservations and collection of money for Professional Development activities.

### **Section 4 - Member Relations Committee**

The Member Relations Committee plans and organizes recruitment activities for enlisting new members and makes recommendations to the Executive Board of Directors regarding individual applications for membership. Specific duties include:

1. Devising methods of informing and attracting prospective new members.
2. Coordinate Management Week activities. (Moved and revised to Article VII - Section 3 President Elect)
2. Reviewing, on a periodic basis, membership eligibility requirements and making appropriate recommendations to the Executive Board of Directors.

3. Conducting an orientation program for all new members at least once a year.
4. Identifying monthly meeting guests and provide them with membership information and name tags. Coordinate all reservations and money collection for monthly meetings.
5. Notify all active members prior to Chapter meetings and special meetings.
7. Make arrangements for facilities, meals, and reservations for each monthly Chapter meeting. (Moved to Section 2 - Program Committee #4)
6. Surveying as required by the Executive Board of Directors.
7. Provide articles to the Public Relations Committee for publication in the Chapter Newsletter.
8. Maintain official membership roster.
9. Maintain attendance records on all members.

## Section 5 - Public Relations Committee

The Public Relations Committee promotes interest in the Chapter through all available media. These promotional activities should keep local government employees informed of Chapter activities and provide information to the membership of upcoming educational programs and other events. Specific duties include:

1. Informing membership of educational programs and other Chapter functions.
2. Providing timely press releases regarding Chapter activities.
3. Writing and distributing monthly Chapter newsletters to all members.
3. Coordinate the publication of information with the Nebraskaland Council.
4. Coordinate publications of print, digital and electronic information with specifications as listed in the R-1 report.
5. Coordinate with Program Committee specifically, as well as coordination of all board members and Committees, to provide articles and notices for publication in the Chapter Newsletter.

## Section 6 - Community Services Committee

The Community Services Committee is established for special projects approved by the Executive Board of Directors which do not fit within the Program, Professional Development, Member Relations, or Public Relations Committees' responsibilities. The Chairperson of the Special Projects Committee coordinates all approved projects. Duties shall will include:

1. Work with Committee members to make recommendations to the Executive Board of Directors for participation in scheduled events and any new events.
2. Provides articles and notices for publication in the Chapter Newsletter.

## Section 7 - Awards Committee

The Awards Committee advises the Executive Board of Directors about potential recognition for its performance during the year. Specific duties include:

1. Determining what NMA group awards are available to the Chapter.
2. Recommending appropriate group awards to be included in goals for achievement in the coming year.
3. Instructing ~~Chapter officials~~ the Board of Directors on action to be taken to qualify for the selected awards.
4. Contacting ~~Chapter officials~~ the Board of Directors periodically to ensure that appropriate documents, reports, and application forms are forwarded to NMA headquarters, complete and on time. Coordinate documentation and submission of necessary forms to NMA headquarters.
5. Serve as consultant to other Chapter leaders the Board of Directors on all matters relating to NMA awards.
6. Completes NMA R-1 monthly report, coordinate with the Awards Committee & Program Committee specifically as well as coordination of all board members and Committees.
7. Provide articles and notices for publication in the Chapter Newsletter.

## ARTICLE IX - AMENDMENTS

### Section 1 - Recommendation

Proposed amendments to the bylaws must be in writing and submitted to the Executive Board of Directors and may come from an individual member, committee, or subcommittee any member. A recommendation will be made in writing within 60 days of receipt by the Board of Directors. Amendments proposed to the Executive Board of Directors shall will be presented, upon approval of the Board of Directors, to the membership for vote within 60 days of receipt. with a recommendation.

### Section 2 - Notification

The Executive Board of Directors shall will publish the proposed amendments in the Chapter Newsletter 30 days prior to the meeting at which the amendments will be voted upon.

### Section 3 - Voting

The bylaws may be amended by a vote at a regular or special meeting where a quorum is present where two-thirds (2/3) of the members present approve; or mail vote where a minimum of 10% of members cast ballots and two-thirds (2/3) of those voting approve. Results of votes on bylaw amendments shall will be published in the next Chapter newsletter and shall will become effective upon publication.

### Section 4 - Review

The bylaws shall will be reviewed biennially or at the request of the Executive Board of Directors. The President-Elect will review and or revise bylaws and standing rules each term or as needed.

## ARTICLE X - COUNCIL MEMBERSHIP

This Chapter shall will be an affiliate chapter of the Nebraskaland Council of the National Management Association. The affiliation with the Nebraskaland Council shall will continue until two-thirds (2/3) of the members of Chapter 517, present and voting, shall will vote to disassociate from the Council or to dissolve the Chapter at a meeting at which a quorum is present. As adopted August 3, 1999. As amended February 19, 2004

# ByLaw Changes: Vote for ONE

Approved \_\_\_\_\_

Rejected \_\_\_\_\_

**CLIP AND RETURN TODAY**

**Please return this ballot to E.J. Schumaker at  
the County/City Health Department, 3140  
O Street, Lincoln NE 68510**